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AUTHORITY

AGO D/A ltr, 29 Apr 19980

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DEPARTMENT OF THE ARMY  
OFFICE OF THE ADJUTANT GENERAL  
WASHINGTON, D.C. 20310

130-3-2  
INDEXED  
+ (initials)

IN REPLY REFER TO

AGAM-P (M) (25 Jan 67) FOR OT 660403

2 February 1967

SUBJECT: Operational Report - Lessons Learned, HQ 32nd Medical Depot

TO: SEE DISTRIBUTION

1. Forwarded as inclosure is Operational Report - Lessons Learned Headquarters, 32nd Medical Depot for Quarterly Period Ending 31 October 1966. Information contained in this report should be reviewed and evaluated by CDC in accordance with paragraph 6f of AR 1-19 and by USCONARC in accordance with paragraph 6c and d of AR 1-19. Evaluations and corrective actions should be reported to ACSFOR OT within 90 days of receipt of covering letter.

2. Information contained in this report is provided to the Commandants of the Service Schools to insure appropriate benefits in the future from lessons learned during current operations, and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

*Kenneth G. Wickham*

KENNETH G. WICKHAM  
Major General, USA  
The Adjutant General

1 Incl  
a/s

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FOROTUT  
660403

AD NO. —  
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AD 874057

DEPARTMENT OF THE ARMY  
HEADQUARTERS, 32ND MEDICAL DEPOT  
APO 96312

AVCA-MB-DP

10 November 1966

SUBJECT: Operational Report for Quarterly Period Ending 31 October 1966  
RCS CSFOR-65

THRU: Commanding Officer  
Headquarters, 44th Medical Brigade  
APO 96307

Commanding General  
Headquarters, 1st Logistical Command  
APO 96307

Commanding General  
Headquarters, United States Army, Vietnam  
ATTN: AVC  
APO 96307

TO: Department of the Army (ACSFOR DA)  
Assistant Chief of Staff for Force Development  
Washington, D.C. 20310

1. Reference: USARV Regulation 870-2.
2. Operational report is submitted as follows:

SECTION I. Significant Organizational Activities.

1. For the report period 1 August 1966 through 31 October 1966 the following increases in workload and supplies on hand are applicable:

- a. Maintenance float remains at 92%.
- b. Per cent of fill to customer average 79% for the reporting period.

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c. Tonnage on hand at the end of the last reporting period was 2,081. Tonnage on hand at the end of this reporting period is 1,868 tons.

d. Tonnage shipped averaged 224 tons per month.

e. Line items processed averaged 15,532 per month.

2. There are 15 special management items as of the end of this reporting period.

3. The Depot's Optical section processed 16,265 pairs of glasses during the report period. The percentage referred out of country as being beyond the capability of the depot was 7 percent.

4. Medical Maintenance received 116 DA Form 2407's for 159 items. There were 43 items forwarded to the 70th Medical Depot, Okinawa for repair. There are approximately 3,700 medical technical items supported.

5. The Depot Headquarters, minus medical maintenance and optical and the Base platoon have moved to Cam Ranh Bay. The headquarters is currently operating in a section of one of the Depot's warehouses. One double quonset hut is being constructed under a self help program, but the construction is at a standstill currently due to a lack of tropicalization kits. Plans for the movement maintenance and optical from Nha Trang hinge on completion of another double quonset. Estimated completion date at this time is sometime after 1 January 1967.

6. Had the Depot been allowed to follow the plans of relocation from Nha Trang to Cam Ranh there would have not been any problems. Since it was necessary to relocate 580 conexes from Nha Trang to Cam Ranh Bay in a period of one week, location and identification could not be done. This meant that stock record cards reflected an asset balance but stock could not be located and thus released to customer. At the same time stock was backlogged in Okinawa due to weather conditions. At the present the Receiving Section has a monumental task of receiving incoming shipments from Okinawa as well as receiving and locating stock from Nha Trang. It is envisioned that by the end of November 1966 this problem should be solved.

7. As previously stated, for the Depot to assume a self help program on construction of billet and unit area would directly affect the mission of the Depot. Although the area is complete except for refinements, it took approximately 50% of our personnel for 30 days to accomplish the work.

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8. The request for the depot to be authorized full TOE 8-667E strength was submitted in November 1965. To date this has not been approved which makes depot operation difficult due to the increased mission.

## SECTION II COMMANDERS OBSERVATION AND RECOMMENDATIONS

### Part I. Observations (Lessons Learned)

#### Personnel Rotating and Incoming Overlap

Item: Approximately 70% of the 32nd Medical Depot rotated during the month of September 1966.

Discussion: The turn over of personnel failed to allow any overlap between incumbent and replacement personnel. This created a difficult situation especially for company grade officers who are inexperienced in supply operations.

Observation: It is recommended that where possible, a minimum of 15 days to a maximum of 30 days be allowed to maintain continuity of operation.

#### Qualified Personnel

Item: Personnel replacements have been arriving on schedule but the training and experience leaves much to be desired.

Discussion: This problem has previously been discussed but little appreciable improvement has been made. Officer replacements have been school trained but have no experience. It becomes an impossible job to try and perform a mission and at the same time act as a training unit. The NCO's have been very weak in supply background experience and most have only had field type experience.

Observation: Both Officers and NCO's should be screened at DA level to see that personnel have either previous Depot experience or Station Account supply experience. If this cannot be accomplished at DA then a system should be established in-country to screen supply personnel's records to assure that best qualified personnel are assigned to the Depot.

### Part II Recommendations

#### 1. Personnel

a. Numerous personnel with medical NOS's are being assigned to the Depot, indicating proper screening of records is not being accomplished. Fortunately since personnel records have been maintained by another medical unit, reassignment of these personnel to medical units in the area has been no problem.

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b. Status of the Depot's request to be reorganized at full TOE is not available. Tracer action has been initiated. The importance of this reorganization can not be over emphasized. The mission of the Depot is constantly expanding as new units arrive in-country. A requirement for additional supply points has been predicted and can not be met with existing personnel and equipment. Surveillance of TOE assemblages being stored in-country is another mission the Depot may eventually assume and which will require additional personnel.

## 2. Logistics

a. Logistical support has been adequate even though follow-up action is a time consuming process.

b. Box or flat pallets can no longer be locally procured but must now come from Japan. The lead time involved has put these items in a critical shortage position. Since beetles consume any soft wood pallets in Viet Nam it is recommended that steel box pallets be used in-country. Even though the initial outlay of money would be costly, over a period of time they would more than pay for themselves.

*John W. Mark, MSC*  
BERNARD F. KEWIN  
LTC, MSC  
Commanding

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Inclosure 1

AVCA-MB-PO (10 Nov 66)

1st Ind

SUBJECT: Operational Report for Quarterly Period Ending 31 October 1966  
RCS CSFCR-65

HEADQUARTERS, 44th Medical Brigade, APO 96307, 24 November 1966

TO: Commanding General, 1st Logistical Command, ATTN: AVCA-GO-O, APO 96307

1. Reference Section I, Paragraph 6, basic report. Concur with comment pertaining to the accelerated move of the 32nd Medical Depot. The plan was well-formulated for an orderly move, but the requirement to move 580 conex containers in a short period caused confusion and congestion at the receiving end, therefore hindering the normal issue of medical supplies. This problem is now being solved by accelerated issue of due-outs to the depot platoons.

2. Reference Section II, Part I, Item 1, basic report. Many units are faced with a mass exodus and replacement problem after a year in country. Shifting of personnel between units is done to some extent to distribute the time of rotation. To reduce this problem to 50% requires at least 24 months to avoid interruption of any unit's operation.

3. Reference Section II, Part I, Item 2, basic report. Concur with comments concerning the skill of replacements received. Officer replacements are screened at this headquarters to insure the best utilization of experienced personnel. However, the need for experienced medical supply officers exists at other units as well as the 32nd Medical Depot. For this reason, the depot must share the inexperience of personnel.

4. Reference Section II, Part II, Paragraph 1., basic report. As indicated, malassigned personnel have been reassigned promptly. Also, a request has been made to the 90th Replacement Battalion for closer monitoring of personnel assignments.

5. Reference Section II, Part II, Paragraph 1b., basic report. The USARV AG has recognized the expanding needs of the 32nd Medical Depot, in that they have assigned one (1) Sergeant Major E-9 to the depot in addition to the authorized E-8 position.


6. Reference Section II, Part II, Paragraph 2b., basic report. Hardwood pallets have been on order to replace the presently deteriorating pallets.

7. The 32nd Medical Depot was operational during this entire report period.

FOR THE COMMANDER:

Lynx 898

Inclosure 1

  
RICHARD M. HERRIOT  
Major, MSC  
Adjutant

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AVCA GO-O (10 Nov 66) 2d Ind  
SUBJECT: Operational Report for Quarterly Period Ending 31 October 1966  
(RCS CSFOR-65)

HEADQUARTERS, 1st Logistical Command, APO 96307

11 DEC 1966

TO: Commanding Officer, 44th Medical Brigade, APO 96307

1. The Operational Report - Lessons Learned submitted by the 32d Medical Depot for the quarter ending 31 October 1966 is returned for signature of the commanding officer.

2. Request the requirement in paragraph 1 above be accomplished ASAP and the report returned to this headquarters NLT 15 Dec 66.

FOR THE COMMANDER:

TEL: Lynx 732/930



William A. Smith  
Capt.  
Act. 20

Inclosure 1

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AVCA-13-PO (10 Nov 66)

3rd Ind

SUBJECT: Operational Report for Quarterly Period Ending 31 October 1966  
(RCS CSFGR-65)

HEADQUARTERS, 44th Medical Brigade, APO 96307, 13 December 1966

TO: Commanding General, 1st Logistical Command, ATTN: AVCA-GO-O, APO  
96307

1. Forwarded in compliance with paragraph 2, 2nd Indorsement.
2. The original copy of the Operational Report for Quarterly Period Ending 31 October 1966 for the 32nd Medical Depot was inadvertently forwarded to this headquarters without the signature of the commanding officer.
3. Per telephone conversation between Major John W. Murphy, 094774, this headquarters, and Lieutenant Colonel Bernard F. Kerwin, Commanding Officer, 32nd Medical Depot, CRE, on 12 December 1966, Major Murphy was authorized by Lieutenant Colonel Kerwin to sign the original report in his absence, and in order to expedite it's return to 1st Logistical Command.

  
R. L. MILLER  
Colonel, MC  
Commanding

AVCA GO-O (10 Nov 66) 4th Ind  
SUBJECT: Operational Report for Quarterly Period Ending 31 October 1966  
(ICS CSFOR-65)

Headquarters, 1st Logistical Command, APO 96307 16 DEC 1966

TO: Deputy Commanding General, US Army Vietnam, ATTN: AVHGC-DH, APO 96307

1. The Operational Report - Lessons Learned submitted by the 32d Medical Depot for the quarter ending 31 October 1966 is forwarded herewith.

2. Concur with the basic report as modified by the comments contained in the preceding indorsements. The report is considered adequate.

FOR THE COMMANDER:

TEL: LYNX 782/930



GLENN A. DOYLE  
Capt. AGC  
Asst. AG

AVHGC-DH (10 Nov 66) 5th Ind  
SUBJECT: Operational Report-Lessons Learned for the Period Ending  
31 October 1966 (RCS CSFOR-65)

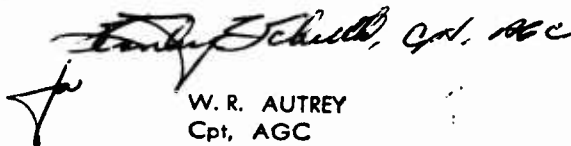
HEADQUARTERS, UNITED STATES ARMY VIETNAM, APO San Francisco 96307 29 DEC '66

TO: Commander in Chief, United States Army, Pacific, ATTN: GPOP-OT  
APO 96558

1. This headquarters has reviewed the Operational Report-Lessons Learned for the period ending 31 October 1966 from Headquarters, 32nd Medical Depot as indorsed.

2. Concur with the basic report as modified by the previous indorsements.

FOR THE COMMANDER:



W. R. AUTREY  
Cpt, AGC  
Asst Adjutant General

GPOP-OT (10 Nov 66) 6th Ind  
SUBJECT: Operational Report-Lessons Learned for the Period Ending  
31 October 1966 (RCS CSFOR-65)

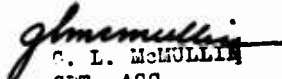
HQ, US ARMY, PACIFIC, APO San Francisco 96358

20 JAN 1967

TO: Assistant Chief of Staff for Force Development, Department of the  
Army, Washington, D. C. 20310

1. This headquarters concurs in the basic report as indorsed.
2. Reference paragraph 8, Section I: The MTOE was forwarded to  
Department of the Army on 29 January 1966.

FOR THE COMMANDER IN CHIEF:

  
C. L. McMULLEN  
CPT, AGC  
Asst AG

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Security Classification

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